


**10/24/08**

**Minutes  
Environmental Management Commission  
Strategic Planning Ad Hoc Committee Meeting  
Alabama Department of Environmental Management Building  
1400 Coliseum Boulevard  
Montgomery, Alabama 36110-2059  
June 27, 2008**



This is to certify that the Minutes contained herein are a true and accurate account of actions taken by the Strategic Planning Standing Ad Hoc Committee of the Alabama Environmental Management Commission on June 27, 2008.



Sam H. Wainwright, Chair  
Strategic Planning Ad Hoc Committee

Certified this 17th day of October 2008.



**Minutes**  
**Environmental Management Commission**  
**Strategic Planning Ad Hoc Committee Meeting**  
**Alabama Department of Environmental Management Building**  
**1400 Coliseum Boulevard**  
**Montgomery, Alabama 36110-2059**  
**June 27, 2008**

**Convened: 10:00 a.m.**  
**Adjourned: 10:12 a.m.**

**Part A**

**Transcript**

**Part B**

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**Attachment 1**

**Attachment 2**



## **Part A**





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ALABAMA ENVIRONMENTAL MANAGEMENT COMMISSION  
STRATEGIC PLANNING AD HOC COMMITTEE MEETING

Alabama Department of Environmental Management  
Building  
Alabama Room (Main Hearing Room)  
1400 Coliseum Boulevard  
Montgomery, Alabama

June 27, 2008 10:00 a.m.

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1     **COMMITTEE MEMBERS PRESENT:**

2     SAM H. WAINWRIGHT, P.E., CHAIR

3     KENNETH A. HAIRSTON, ESQUIRE

4     DR. JOHN H. LESTER

5

6     **ALSO PRESENT**

7     ONIS "TREY" GLENN, III, ADEM DIRECTOR

8     ROBERT TAMBLING, EMC LEGAL COUNSEL

9     DEBI THOMAS, EMC EXECUTIVE ASSISTANT

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1 CHAIRMAN WAINWRIGHT: I'd  
2 like to call the meeting of the Strategic  
3 Planning Ad Hoc Subcommittee to order.  
4 The -- on the agenda that we have, the  
5 first item of business is consideration  
6 of the minutes of the meetings of the  
7 Strategic Planning Standing Committee  
8 held on June 16th, 19th, and 18th.

9 DR. LESTER: Move to approve  
10 the minutes as presented to us.

11 MR. HAIRSTON: Second.

12 CHAIRMAN WAINWRIGHT:  
13 Motion's made and seconded. Are there  
14 any questions, discussions, amendments,  
15 or anything? Hearing none, we'll vote.  
16 All in favor, say aye.

17 ALL: Aye.

18 CHAIRMAN WAINWRIGHT: Motion  
19 carries.

20 Next item of business is  
21 consideration of the Proposed Strategic  
22 Plan Update that we have prepared in RFP.  
23 I think y'all have gotten copies of the

1 RFP.

2 We've gotten -- we had one  
3 response from Auburn at Montgomery. You  
4 had -- have you had time -- you've had  
5 time to look over that response. And I  
6 wanted to ask the Director, if he would,  
7 to give us an update of where we stand  
8 with the process.

9 MR. GLENN: Commissioners,  
10 thank you. And as we have discussed  
11 before, we did collectively prepare an  
12 RFP to see what universities and colleges  
13 might have to offer regarding assistance,  
14 more from the facilitation role in the  
15 development of a Unified Strategic Plan.

16 Auburn Montgomery's Center  
17 for Government was the only responder  
18 that we had for this. But the very good  
19 news about that was their plan and their  
20 proposal fully satisfied all the  
21 requirements that I think we were looking  
22 for in that, so we're in the process of  
23 implementing that agreement, obviously

1 not ramping up any major activity until  
2 after today's meeting.

3 But if you'll allow me, I'd  
4 like to highlight just the core  
5 components of that -- of that process  
6 that we're looking at. Phase 1 would be  
7 just simply project initiation, and that  
8 would allow the facilitator time to  
9 conduct some initiation-related  
10 activities, to review the organization,  
11 to see what prior plans were done, review  
12 the transcripts of prior Town Hall  
13 Meetings and Committee Meetings that have  
14 been held.

15 And after that, then they  
16 would move into the discovery phase,  
17 which would be to conduct Executive  
18 Discovery Meetings with some key  
19 executives here at the Department as well  
20 as with the Commission Members as a whole  
21 to basically discover the goals, the  
22 plans, strategies, major initiatives, and  
23 the issues that we're all -- we're all

1 facing. In theory, that would be  
2 July-to-August timeframe activities that  
3 would take place.

4 That would be followed by  
5 some more -- the plan beginning to take  
6 shape during the September and  
7 August-October timeframe, containing most  
8 importantly a two-day workshop with some  
9 individuals to use group decision-making  
10 methodologies to begin formulating the  
11 contents of the actual plan.

12 Then Phase 4 would involve  
13 taking that product and gathering  
14 stakeholder input into -- into this  
15 process through sessions that will be  
16 held probably in the November timeframe,  
17 such that they could finish the plan by  
18 the December timeframe that we had spoken  
19 about.

20 In addition to this  
21 activity, there will also be an activity  
22 underway to develop a formal Strategic  
23 Plan development process where we would

1 document the planning process, review the  
2 Commission's rules regarding this, and  
3 prepare and present interim and formal  
4 recommendations on this to make sure that  
5 this type of activity, which is so  
6 critical, definitely, from a Department  
7 standpoint and, through conversations  
8 with you from a Commission standpoint,  
9 make sure that gets embedded in the  
10 regulations should it need to be. And  
11 that may occur, obviously, earlier in the  
12 process than the completion of the final  
13 plan.

14 So with that, I'll be happy  
15 to answer any questions. The most recent  
16 update is, yesterday I met with Mr. Bob  
17 Ashurst, who is the gentleman who will be  
18 coordinating the effort for the Center  
19 for Government. I'm very pleased with  
20 the meeting, and he is aware of the scope  
21 of this and what we're looking at.

22 And I just want to tell you  
23 on behalf of the Department how much we

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1 appreciate this opportunity and the way  
2 y'all are going about this effort to get  
3 us all focused on the important things  
4 that we need to be focused on in this  
5 area. Be happy to answer any questions  
6 you may have.

7 CHAIRMAN WAINWRIGHT: Anyone  
8 have any questions?

9 MR. HAIRSTON: I think the  
10 one question I would have is whether we  
11 have thought about any potential  
12 negatives, if you will, from a Unified  
13 Plan, given that the mission of the  
14 Commission and the Department don't  
15 necessarily always align with -- with the  
16 Strategic Plan, recognize and account for  
17 that.

18 I don't mean that  
19 negatively, but I just think that's  
20 probably the only thing that I saw that  
21 may be problematic from a standpoint we  
22 can't necessarily see right now.

23 MR. GLENN: Be happy to give



1           you the perspective that I have on behalf  
2           of the Department on that. I agree, the  
3           Commission has very specific roles and  
4           responsibilities per the law, and the  
5           Department has very specific roles and  
6           responsibilities; and those two don't  
7           overlap, in my opinion, but they  
8           complement each other and tie together  
9           all the time through the actions that we  
10          take here.

11                        So I absolutely would  
12          envision this process, recognizing --  
13          having to recognize that being the  
14          reality, and I would not envision the  
15          Strategic Planning process getting down  
16          to the level of all the individual grant  
17          work plans and program plans that we have  
18          going on here. That's just -- that plan  
19          would be enormous at that point in time.  
20          These things literally are enormous  
21          documents.

22                        And so I would think those  
23          would have to be addressed early on as

1 far as the scope of this Plan. Those  
2 questions have not been fully answered  
3 yet, and I think they will be answered by  
4 you, as the Commission, and with input,  
5 of course, from us, the Department, as we  
6 move through this process.

7 It is a very critical point  
8 that you outlined, and I think that's  
9 going to be first and foremost on my  
10 mind, I know, as we go through the  
11 process.

12 MR. HAIRSTON: Sam, as  
13 Chair, what was your vision in terms of  
14 the Unified Plan over maybe the separate  
15 approaches we have? I don't disagree. I  
16 was trying to get your --

17 CHAIRMAN WAINWRIGHT: I  
18 visualize this Commission as a board of  
19 directors to a corporate entity, and I  
20 know this -- it's not the same but....

21 MR. HAIRSTON: I  
22 understand.

23 CHAIRMAN WAINWRIGHT: And I

1           see it as one institution, and I felt  
2           like one institution ought to have one  
3           direction to go in. And we'll have the  
4           approval of this plan, and we'll have a  
5           major -- play a major part, as well as  
6           the public will play a part, in giving  
7           that Plan direction. And I wanted  
8           to -- I felt like it ought to be in  
9           a -- the concept that you have with a  
10          corporate strategic plan.

11                       MR. HAIRSTON: Well,  
12          if -- if I could use the Nashville  
13          analogy, if it's more like metro  
14          government versus city and county, I can  
15          see the benefit of it, but I just wanted  
16          to make sure I understood. I mean,  
17          that's the way it seems, but I don't want  
18          the blend of both to necessarily prefer  
19          one over the other to the disadvantage of  
20          either. That's really all.

21                       MR. GLENN: Commissioner, if  
22          I could just not necessarily respond to  
23          that, but make one more comment about

1           that. I do share a very similar vision  
2           to yours. This is -- you are a Board of  
3           Directors of a 600-person, \$50 million  
4           operating budget company that has a very,  
5           very critical mission in this state.  
6           That same type of operation.

7                         And the 2004 Strategic Plan  
8           that y'all prepared and have adopted,  
9           that has been policy-setting. It has  
10          dictated major activities and actions  
11          here and at the Department, I know, since  
12          I have been in the position I'm in.

13                        And so I envision through  
14          this process there being an opportunity  
15          to view this plan in that way, meaning  
16          there's -- you do, as a Commission, have  
17          activities, and you have specific job  
18          functions that we cannot perform for you,  
19          we don't have the legal authority to do.  
20          And likewise, we do things here on the  
21          ground every day that you don't get  
22          involved in. You're the body that hears  
23          the appeals of those things.

1                   But I see this as the  
2                   opportunity for setting a clear direction  
3                   for all of us to be on the same page.  
4                   These are the -- these are the important  
5                   things, the critical things that we all  
6                   need to be focusing on that will take  
7                   what I see as the collective body of both  
8                   of us forward as we -- as we continue on  
9                   the improvement, the continuous  
10                  improvement, that the law, the 1982 law,  
11                  calls for, a continuous process of  
12                  improvement. And it didn't necessarily  
13                  limit that, I think, just to my staff  
14                  members, but to this body.

15                  So I see it as part of that  
16                  and certainly think that you brought up  
17                  very important issues that will have to  
18                  be resolved through the drafting of this  
19                  document. And it's certainly my  
20                  understanding, my view, that those  
21                  questions are not answered right now  
22                  about where exactly the line goes, how  
23                  deep was the Plan gets. That's what will

1 occur over the next several months, and  
2 that's where I see that process shaping  
3 up.

4 CHAIRMAN WAINWRIGHT: Well,  
5 thank you, Mr. Director. If -- if there  
6 are no other questions, I guess we can  
7 call for a vote. Do I hear a motion?

8 DR. LESTER: I make a motion  
9 we recommend to the Commission to  
10 continue the Unified Strategic Plan  
11 development process outlined by the  
12 Department.

13 MR. HAIRSTON: I'll  
14 second.

15 CHAIRMAN WAINWRIGHT: The  
16 motion's made and seconded. Any further  
17 discussion on it? All in favor, say  
18 aye.

19 DR. LESTER: Aye.

20 CHAIRMAN WAINWRIGHT: Is  
21 there anything else you wanted to discuss  
22 or talk about? I'll entertain a motion  
23 to adjourn.

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DR. LESTER: So move.

MR. HAIRSTON: Second.

CHAIRMAN WAINWRIGHT: All in  
favor, say aye.

ALL: Aye.

CHAIRMAN WAINWRIGHT: Motion  
carries.

(Whereupon, the meeting was adjourned.)

\* \* \* \* \*

REPORTER'S CERTIFICATE


\* \* \* \* \*

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COUNTY OF MONTGOMERY

I, Jenny Cone, Certified Court  
Reporter and Notary Public in and for the  
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certify that the foregoing is a true and  
accurate excerpt of the proceedings as  
taken stenographically by me at the time  
and place aforementioned.

This 14th day of July, 2008.

-----

Jenny Cone

Certified Court Reporter (Lic.

#108) and Notary Public

State of Alabama at Large

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## **Part B**



## **Attachment Index**

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|---------------------|---|
| <b>Attachment 1</b> | <b>Agenda</b>   |
| <b>Attachment 2</b> | <b>Order on the adoption of a motion to recommend to the Commission to continue the Unified Strategic Plan development process outlined by the Department</b>   |
|                     | <b>(Agenda Item 2 – Discussion and consideration of a response to a Request for Proposal [RFP] to public universities for the development of a Unified Strategic Plan for the Alabama Environmental Management Commission and the Alabama Department of Environmental Management)</b> |





## **Attachment 1**



5/27/08

AGENDA\*  
ALABAMA ENVIRONMENTAL MANAGEMENT COMMISSION  
STRATEGIC PLANNING AD HOC COMMITTEE MEETING  
Alabama Department of Environmental Management Building  
Alabama Room (Main Hearing Room)  
1400 Coliseum Boulevard  
Montgomery, Alabama 36110-2059  
Friday, June 27, 2008  
10:00 a.m.

ITEMS

1. Consideration of minutes of meetings of the Strategic Planning Standing Committee held on June 16, June 19, and July 18, 2006\*\*
2. Discussion and consideration of a response to a Request for Proposal (RFP) to public universities for the development of a Unified Strategic Plan for the Alabama Environmental Management Commission and the Alabama Department of Environmental Management
3. Other business

\* The Agenda for this meeting will be available on the ADEM website, [www.adem.alabama.gov](http://www.adem.alabama.gov), under EMC Information and Calendar of Events.

\*\* The minutes of these meetings will be available on the ADEM website under EMC Information.



## **Attachment 2**



BEFORE THE  
STRATEGIC PLANNING AD HOC COMMITTEE  
OF THE  
ALABAMA ENVIRONMENTAL MANAGEMENT COMMISSION

MOTION

Recommend to the Commission to continue the unified strategic plan  
development process outlined by the Department

ORDER

This cause having come before the Strategic Planning Ad Hoc Committee pursuant to the  
above motion, and having considered the same, the Committee hereby ORDERS, ADJUDGES,  
and DECREES as follows:

1. That the above motion is hereby adopted; and
2. That this action has been taken and this Order shall be deemed rendered effective

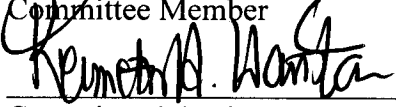
as of the date shown below.

ISSUED this 27th day of June 2008.

APPROVED:

  
Committee Member

  
Committee Member

  
Committee Member